

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131

DIRECTIVE
NUMBER 5-16

3 June 2002

ADMINISTRATIVE MATTERS

North Atlantic Treaty Organization (NATO) School Participation Policy and Procedures

1. **Summary.** The NATO School, Supreme Headquarters Allied Powers Europe (SHAPE), Oberammergau, short title "NS (S), Oberammergau," has been designated a Headquarters, United States European Command (HQ USEUCOM) activity under the operational control of SHAPE. It operates on a multinational cost-sharing basis. The NS (S), Oberammergau, conducts courses and training seminars in support of NATO strategy and policy, including cooperation and dialogue with military and civilian personnel from non-NATO countries. This directive outlines policies and procedures for requesting and procuring course allocations by those activities eligible to send personnel to the NS (S), Oberammergau.
2. **Applicability.** This directive applies to all directorates, agencies, and component commands providing personnel to attend the NS (S), Oberammergau.
3. **Internal Control Systems.** This directive is not subject to the requirements of AR 11-2.
4. **Suggested Improvements.** ECJ37 is the proponent for this directive. Suggested improvements should be forwarded to HQ USEUCOM/ECJ37, (Attn: NATO School Program Liaison), Unit 30400, APO AE 09131.
5. **References.**
 - a. ACE Directive 75-1 (Courses of Instructions).
 - b. ACE Manual 75-1-1 (School Courses Available to NATO Personnel).
 - c. SHAPE Staff Directive 75-13 [(The NATO School (SHAPE) (NS (S))]
Oberammergau, Germany).

This Directive supersedes ED 5-16, dated 25 March 1994.

- d. SHAPE 1800/NS(S)/SHOES (SHAPE Programme for Bids).
- e. NS (S) Academic Calendar.

6. **Explanation of Terms.**

- a. Bidding Process: Initial request for course quotas for the following year.
- b. Primary Allocations: Quotas allocated for the following year as a result of the bidding process.
- c. Additional Allocations: Requests for extra and/or new quotas after receiving primary allocations.
- d. Turn Back: The procedure used when an agency cannot fill or does not need a previously allocated slot.
- e. POCs: Agency, Directorate/Component Points of Contact.

7. **Responsibilities.** The NATO School Program consists of a Program Liaison Officer, and a primary and alternate point of contact (POC) for each directorate, agency and component command providing personnel to attend the NS (S), Oberammergau.

- a. Directorate/Agency/Component will:

- (1) Designate, in writing (signed by the Director or office chief), a primary and alternate POC to the Program Liaison Officer (see Appendix A for example of designation letter).

- (2) Designate an interim POC in the event of the simultaneous absence of the primary and alternate and will advise the Program Liaison Officer.

- b. The Program Liaison Officer will:

- (1) Deal only with designated POCs with regard to scheduling course participation, to include submitting agency requests for bids; initial and additional allocations; turn backs; cancellations; reallocations; providing course information updates; and coordinating redirection of bills with NS (S), Oberammergau, for unfilled allocations and late turn backs to the responsible agencies.

(2) Will not proceed with NATO School actions with an individual who is not a designated POC.

c. Agency Points of Contact will:

(1) Coordinate with the Program Liaison Officer for information on course requirements, class availability, and course updates and provide that information within their agencies.

(2) Will establish and implement processes that keep track of agency customer requests and allocations.

(3) Collect and submit customer requests for bids, additional allocations, turn backs, and cancellations to the Program Liaison Officer by letter or by e-mail.

(4) Be the focal point for tracking the resolution of unpaid bills and bills generated as a result of unfilled allocations (no shows).

(5) Will ensure that Joining Reports and Billeting Request Forms are completed on time (see para 8e).

8. **Policies and Procedures.**

a. Bidding Process: Normally, in April, SHAPE distributes a Programme for Bids to announce available subsequent year courses available for bidding on. Upon receipt, the Program Liaison Officer will provide a copy to each agency POC, who, in turn, will make it available for customer viewing and bid requests.

(1) Each course is identified by a course number, e.g., "I-32" and a class letter, e.g., "B", listed in the calendar in Annex B of the Programme for Bids. The course number "I-32" indicates the course title (e.g., NATO Staff Officer's Orientation Course), and the class letter "B" signifies the dates for the class (e.g., 7 - 11 Feb 03). Agency POCs will submit requests for bids by course number and letter.

(2) Agency POCs will collect and compile their customer course requests for bids and send them to the Program Liaison Officer by the specified suspense date. The Program Liaison Officer will compile all agency bid requests into one list and submit the bids to NS (S), Oberammergau.

b. Primary Allocations: SHAPE distributes primary allocations, normally in October of the calendar year before the class. The Program Liaison Officer will notify agency POCs when allocations are received. Agencies are responsible for filling each allocated quota or ensuring that the quota is turned back IAW para 8f.

c. Additional Allocations: POCs must request additional allocations in writing or e-mail to the Program Liaison Officer and may request additional allocations at any time (see also para 8f(2)). Additional allocations will be granted if available; otherwise, the request will be placed on a waiting list (IAW para 8d). The Program Liaison Officer will notify the Agency POCs if additional requests are allocated.

d. Waiting List: Requests for quotas are placed on a waiting list pending allocation if there are no quotas available. As soon as a quota becomes available, e.g., an agency with an approved slot turns its back or space becomes available in the classroom, NS (S), Oberammergau, will allocate the available quota to the first agency in line on the waiting list. Requests still on the waiting list may be cancelled at any time. There is no financial obligation for canceling a request that is still on the waiting list.

e. Reports: POCs will submit the full name and rank of the individual filling each allocation to the Program Liaison Officer, accomplish a Joining Report, and a Billeting Request Form for each attendee. Each agency should have a primary and an alternate nominee who meet all prerequisites pertaining to the course as specified in the Programme for Bids booklet, Annex D; or AM 75-1-1, Annex A, Section 3. If the nominee is being replaced, and a Joining Report and Billeting Request Form were submitted for the original nominee, the POC must notify the Program Liaison Officer of the change and ensure that a new Joining Report and Billeting Request Form is accomplished and submitted for the replacement student. Item 14 of the replacement's Joining Report must be annotated with the following: "Student is replacing (Rank and Name)." POCs must send a courtesy e-mail to the NATO Community Club notifying them of the replacement to preclude any perceived no shows for billeting.

(1) Joining Reports: A separate Joining Report will be accomplished for each student with an allocated slot. Do not submit Joining Reports on individuals who are still on the waiting list. Agency POCs are responsible for sending Joining Reports to Student Administration at NS (S), Oberammergau, via CRONOS (for General and Flag Officers only), message, e-mail, fax, or, if time permits, by mail (see Appendix B for Joining Report format). Joining Reports must reach the Student Administration Office not later than six weeks prior to course start date. NOTE: Submission of the Joining Report does not constitute confirmation of billeting arrangements.

(2) Confirmation Message: Once the Joining Report is received, NS (S), Oberammergau, will send a confirmation message either to the source of the joining report, agency POC or directly to the student (as indicated in Item 14 of the Joining Report). POCs and/or students must contact the Student Administration Office if a confirmation message was not received two weeks prior to course start. This message confirms only that the student is registered for the course – it does not confirm billeting arrangements. The confirmation message lists the registration number that is required for the Billeting Request Form.

(3) Billeting Request Form: In order for a registered student to have billeting arranged, POCs or students must complete a Billeting Request Form (see Appendix C) and ensure it is faxed or e-mailed directly to the NATO Community Club (NCC) Billeting Office. The registration number from the student's confirmation message must be annotated on the Billeting Request Form. Tuition costs do not cover billeting costs. Billeting costs are paid separately.

f. Turn Back Process:

(1) Turn back of Primary Allocations: Full financial obligation by the agency occurs six weeks prior to course start date. Therefore, POCs must submit turn back requests in writing or by e-mail to the Program Liaison Officer not later than the Thursday before the first day of the sixth week prior to course start date. Agencies are released from financial obligations when they meet this deadline.

(2) Turn back of Additional Allocations: If a POC is approved for an additional allocation less than six weeks prior to course start date, NS (S), Oberammergau, considers the quota to be confirmed as filled. Full financial obligation begins one day after notification of approval of quota from NS (S), Oberammergau. POCs have only that one workday to turn back the quota if it was allocated less than six weeks prior to course start date. If a POC requests and receives an additional allocation earlier than six weeks prior to course start date, the rules in para 8f(1) apply.

g. Late Turn Backs/Unfilled Allocations (no shows): A turn back is considered late once the six-week turn back suspense has passed. All late turn backs that cannot be reallocated by NS (S), Oberammergau, and any allocations that remain unfilled will generate a bill for the agency responsible for filling the allocation. In an effort to minimize the amount of late turn backs and no shows, the Program Liaison Officer will email a consolidated list of each agency's requests and the status of each request (wait list, allocated, or pending reply) at the end of each month for courses starting on the following month. POCs will follow up ahead of time with students assigned a slot to ensure they are still planning on attending the course. If they are unable to attend, then the alternate or a replacement must be selected. If there are no alternates and replacements, POCs must notify the Program Liaison Officer by e-mail.

h. Reallocation of Late Turn Backs: Only the Program Liaison Officer may reallocate course quotas prior to turning them back to NS (S), Oberammergau. All late turn backs will be offered to other agencies first. If no one can fill the slot, the Program Liaison Officer will do a late turn back letter and submit it to NS (S), Oberammergau. NS (S), Oberammergau, in turn, will see if the slot can be picked up by another headquarters or country. If the slot is picked up, the agency responsible for the late turn back is released from financial obligation. If it cannot be reallocated, the agency responsible for the late turn back remains financially responsible.

9. **NATO School Information.** Unless otherwise specified, courses begin on Monday and end on Friday despite the NATO School Academic Calendar showing courses beginning on Monday and ending the next Monday. Agency POCs will provide students with a copy of the NATO School Handbook for their reference. Additional information can be obtained via this unclassified web site: www.natoschool-shape.de.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

DANIEL J. PETROSKY
Lieutenant General, U.S. Army
Chief of Staff

AVA N. WEBB-SHARPLESS
Lt Col, USAF
Adjutant General

APPENDICES

- A. Designation of NS (S) POC Letter Format
- B. NS Joining Report Format
- C. Billeting Request Form Format

DISTRIBUTION: P+

DISA

CINCUSNAVEUR

PSC 802 Box 4 (N11P)
FPO AE 09499-0152

European Liaison Office (ELO)
Pentagon Rm 1A711/2A854
Washington DC 20318-0520

SHAPE
USNMR
CMR 450 Box 7300
APO AE 09705

APPENDIX A
Designation of NS (S) POC Letter Format

H E A D Q U A R T E R S
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131



Office Symbol

Date

MEMORANDUM FOR ECJ37

SUBJECT: Designation of NATO School Primary and Alternate POCs

1. The following individuals are designated as Agency POCs for NATO School duties:

PRIMARY

RANK/NAME:

EMAIL ADDRESS:

AGENCY MAILING ADDRESS:

TELEPHONE NUMBER:

FAX NUMBER:

ALTERNATE

RANK/NAME:

EMAIL ADDRESS:

AGENCY MAILING ADDRESS:

TELEPHONE NUMBER:

FAX NUMBER:

2. If there are any questions, please contact _____ at DSN 430-XXXX.

JOHN I. DOE
Col, USAF
Chief, XXX Division

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APPENDIX B
NATO SCHOOL (SHAPE) JOINING REPORT FORMAT

FROM: (Student's Headquarters/Agency)
TO: RGFLID NS(S) OBERAMMERGAU, GE
FAX: + 49 – 8822 – 917137 / + 49 – 8822 – 4939
e-mail: studentadmin@natoschool-shape.de

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SUBJECT: Joining Report for NATO Course (course number and class alpha, e.g. I-32-K)

1.
 - a. Last Name
 - b. First Name
 - c. Middle Initial
 - d. Male/Female
2.
 - a. Military Rank (civilians should put Mr/Mrs/Ms, title and equivalent military rank)
 - b. Last Promotion Date
3.
 - a. Nationality
 - b. Service (Army, Air Force, Navy, Marine or Civilian)
 - c. Status (Active or Reserve)
4. Service Identifying Number or Social Security Number (SSN) (ID card, passport, etc).
5. Job Title and/or Duty Position
6. Organization or Headquarters (where duties are performed)
 - a. Commercial Telephone Number
 - b. Commercial Fax Number
 - c. Complete Military Address (where duties are performed)
 - d. E-mail Address
7. Finance: Method of Payment:
 - a. Pre Payment or
 - b. Cash
8. NATO Security Clearance (not national clearance)
9. Date of Arrival in Oberammergau
10. Date of Departure from Oberammergau
11. I will need accommodation:
 - a. Only for myself
 - b. For myself and my spouse
 - c. I will/will not bring my children. No. of children: _____ Ages: _____
12. Mode of Travel to Oberammergau
13. Point of Contact (POC) for this Joining Report is:
 - a. Rank/Name/Agency/Headquarters
 - b. Commercial Telephone Number
 - c. Commercial Fax Number
 - d. E-mail Address
14. Please send Confirmation Message:
 - a. Directly to Student or
 - b. Directly to Student and POC

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APPENDIX C

BILLETING REQUEST FORM (BRF)

(For NS(S) Student Use Only)

To: NATO Community Club (NCC) Billeting Office Tel: ++ 49/(0)8822-916350
 Attn: Mr. Peter Czerlinsky Fax: ++ 49/(0)8822-916351 or 916252
 Email: ncc.reception@t-online.de

From: Rank, Name, Headquarters/Agency Male/Female (*circle one*)
 Tel: XXX XXX-XXXX Fax: XXX XXX-XXXX
 Email:

NS(S) Registration Number (*from NS(S) confirmation message*):NS(S) Course No: *Example I-31-A*NS(S) Course Title: *NATO Senior Officers' Policy Course*

Course Start Date:

Course End Date:

Arrival Date and Time: (*Normally arrive on Sunday*) Departure Date:

1. Mode of Travel to Oberammergau: CAR / TRAIN (*circle one*)
2. Please arrange accommodation for: ___ Adult(s) and ___ Child(ren), Age(s): ___.
3. I plan to bring a pet YES / NO (*circle one*) DOG / CAT (*circle one*) (size: _____)
4. I would like to stay at: (Please list top 3 choices in order of priority (1st highest). **NOTE:** Item "e" will be confirmed by fax

	Priority	Single Room	Double Room
a. Room at NATO Community Club	_____	€ 34-39	€ 63-75
b. Hotel First Class	_____	€ 52-62	€ 62-82
c. Hotel Middle Standard	_____	€ 41-52	€ 52-72
d. Pension	_____	€ 26-52	€ 41-62
e. Self-Catering Family Apartment (upon request)	_____		
f. _____ (state name of hotel/pension apartment)	_____		
g. I have made my own reservation at: _____			

Please be aware that the NATO Community Club charges a EURO 25 fee for key deposit (only for rooms at the NATO Community Club.)

(Date)_____
(Signature)

NOTE: Specific details of your billeting arrangements will be provided during your inprocessing on Sunday, between 1500–2100 hours. If you arrive on Sunday between 2100-2300 hours, you should report to the NCC front desk for accommodation details. If you arrive on Sunday after 2300 hours, a notice on the front door outside of the NATO Community Club will instruct you what to do. Please inform the Billeting Office if you know you are going to be late. If you arrive prior to Sunday, specific accommodation details (including your hotel name, address, and contact numbers) will be provided in your billeting confirmation message. Should you have any further billeting questions, please feel free to contact the Billeting Office at the numbers listed above.

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